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COMMANDERS DIGEST

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Study Of DOD Organization, Management

President Receives Blue Ribbon Panel Report

RECEIVES REPORT—President Nixon discusses contents of the Blue Ribbon Defense Panel Report with Mr. Gilbert W. Fitzhugh (center), Chairman of the panel, and Secretary of Defense Melvin R. Laird.

President Nixon has received the report of a Blue Ribbon Defense Panel, established last June to study the organization and management of the Department of Defense.

The President was presented a copy of the report June 15 by Mr. Gilbert W. Fitzhugh, Chairman of the panel, and Secretary of Defense Melvin R. Laird.

Last June President Nixon asked the panel to submit to him and the Secretary of Defense its recommendations that would make the Defense Department more responsive to the requirements of the decade of the '70s and beyond.

On acceptance of the report, President Nixon indicated to Mr. Fitzhugh that he would give the study his immediate and urgent attention and asked Secretary Laird to give the report's recommendations the highest priority possible.

Mr. Fitzhugh pointed out that the report is not a strategy study but a report of how to manage the Defense Department more effectively, and ultimately more economically.

(Excerpts from the report will appear in a forthcoming issue of Commanders Digest.)

Results Of Fact-Finding Mission

Assistant Secretary Kelley Calls For 'Improved Communications'

After private talks with junior officers and enlisted men while on a fact-finding tour in the Republic of Vietnam, Assistant Secretary of Defense (Manpower and Reserve Affairs) Roger T. Kelley said he found a need for improved communications to dispel a "lack of understanding" of the United States' role in the world today.

He said there is a need to explain "what we are contending for" in Southeast Asia, plus the need to recognize humanitarian efforts of American servicemen in the Republic of Vietnam and throughout the world. He called on the Stars & Stripes newspapers and American Forces Radio and Television Service "to give a good cross-sectional view of the good deeds of the military man."

Secretary Kelley said enlisted and junior officer councils are playing an effective role in improving communications.

In his post-tour report, Secretary Kelley also discussed morale, drugs, rest and recreation areas, and the U.S. civilian employe role in Southeast Asia. Following is a report of his findings:

Q.—To refer to some of the real issues affecting servicemen—and I kind of read out this as problem areas—I wonder if you might identify some that you found on the trip?

A.—Well, first let me say that all factors considered, I think morale is very good. When I say all factors considered, some of the conditions are adverse. Certainly the fact that we are engaged in an unpopular war, a war that is not understood back home, a war that causes many anti-military, anti-Vietnam

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Results Of Fact-Finding Mission

Report By Assistant Secretary Kelley Calls For 'Improved Communications'

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sentiments to be expressed, and these reach the men in Southeast Asia, certainly, these are adverse factors insofar as morale is concerned.

But despite these factors I have found the attitude of our fighting men to be very good. Certainly I would identify as one of the problem areas a widespread lack of understanding which spreads through our entire nation and certainly has infected many of our servicemen, a widespread misunderstanding of our role in the world today. And certainly when you look at our role in the world today a part of that role is the significant one that we're playing in the war in Southeast Asia.

People who are in combat-oriented jobs, people who are personally involved in the pacification program of the villages and the hamlets in Vietnam instinctively have a sense of mission. And with them there is no particular problem of identifying with the cause.

But most of our military personnel in Vietnam are not so oriented. Many of them don't have direct contact with the enemy. They do not have direct contact or responsibility for the pacification program. And among many of these I found a lack of understanding of what they were there for and to some degree a lack of enthusiasm for what they were doing.

Personal Talks With Servicemen

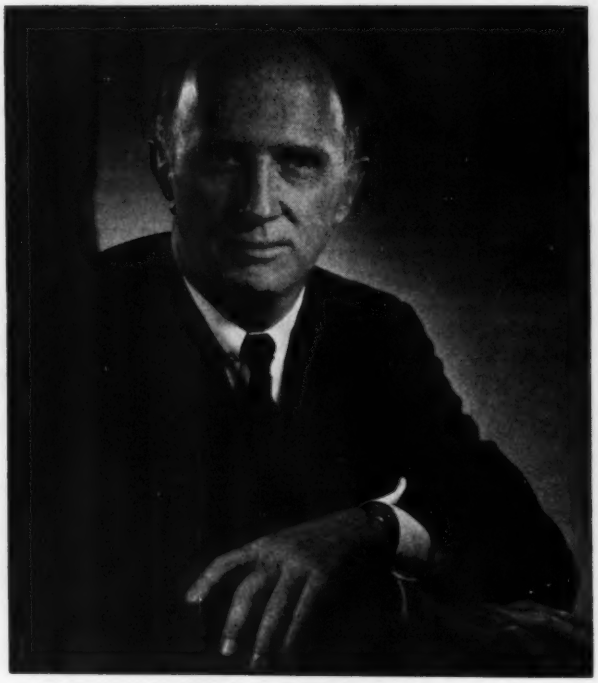
Q.—How did you make this determination?

A.—All of my time virtually was spent in meeting informally with groups of junior officers, senior non-commissioned officers, lower grade enlisted personnel. They knew who I was, and I simply said, "Tell me about your military experience." These meetings were not held with command personnel present, so there were no factors that you might call inhibiting. They talked well. And incidentally I was tremendously impressed with the caliber of these men. They were good sessions. I suppose I had 35 or 40 of these in all the Corps areas.

Q.—You had a staff of five or six traveling with you, I believe, a lot of your high level people. Do they share the same conclusions that you do, as far as some of these problems?

A.—Yes, they do. And one of the members of the group with me was Staff Sergeant Curtis Dyson, a black soldier and a veteran of Vietnam and Korea. I asked the Army to assign me a person who was a veteran, an enlisted veteran, of at least the Vietnamese war, who could point me in certain directions that I might otherwise miss in a quick trip through.

There is always the danger in a visit like this that people show you the things they think you would like to see. The things that I wanted to be exposed to were people and their problems, without any fancy treatment given to them. And this is what I had.



Assistant Secretary Kelley

And I got this because of the cooperation of the command personnel and because I had the opportunity to be with the people and just listen to them talk about their problems.

Assesses S&S And AFRTS

Q.—Mr. Kelley, you mentioned a moment ago a lack of understanding on the part of our military personnel of world affairs. Certainly, it would be the job of such media as the Stars and Stripes and American Forces Radio and Television news function to help dispel this lack of understanding. How would you assess the role being performed by these activities?

A.—Well this certainly is a very important part of the problem. I would assess the job being done by Stars and Stripes and by American Forces Radio and Television Service as follows:

—I think we are doing a first rate job of giving our military

reader and our military listener, in the case of radio and TV, top professional news and entertainment. I think, however, we are failing to give him a good cross-sectional view of the good deeds of the military man.

—Stars and Stripes, if I may use this example, would tend to headline the same news which is headlined in the commercial newspapers back home. Frequently, the headline news in the papers back home is critical of the military or challenges our foreign policy. The news instinct is to seek out the sensational. And the sensational is not always the good news.

—The quiet good deeds of military people, I am afraid, are going unnoticed and unheralded. With all the anti-military, anti-Vietnam talk to which the military man is exposed, I think he deserves also an exposure to his good deeds. And the good deeds of the military people in Vietnam today are legion.

—Not only are they conspicuous in their valor and in their courage in combat assignments, but the humanitarian reactions of our military people to the needs of ordinary people in Vietnam, to the hamlets and the villages and their pacification programs, make a magnificent story of human heroism that needs to be told. And it needs to be told to the military people so they can appreciate the great job they are doing over there. In this respect I think we have failed.

Communications And Race Relations

Q.—Somewhat related to misunderstandings perhaps would be this matter of allegedly strained racial relations. Based on your conversations with enlisted personnel there, what are the main causative factors of any strained racial relations you might have found? And what can be done about it?

A.—Well, a very fine sergeant major with the Second Field Force in Vietnam told me this. He said, *"We have people problems in the Army when there are three conditions: First, when people are not busy; second, when they are busy doing the wrong things; and, third, when there is a breakdown in understanding caused by poor communications."*

Now, let's take the third first, a breakdown in understanding caused by poor communications. Some of the best outfits that we have in Vietnam and I think in the world today are those in which the command has encouraged the formation of communication mechanisms or vehicles like enlisted councils, like junior officer councils, which provide people with the opportunity to vent their ideas, to surface their gripes, to make their suggestions; but not in a way that challenges or invades the authority of the command, but in a way that gives them a chance to level with someone and get their ideas and their frustrations out.

Applying this to the black-white relationship, there are certainly many black people and many white people in the military services who need to flush out their feelings about themselves and about each other. And to the extent this is being done, it tends to keep these problems in check.

Now, of course, there is no substitute for being fair and equal in the opportunity afforded people. But as a supplement to that, I think these councils and these vehicles of communication are proving to be very, very effective in the military. On balance, I've found the racial situation in Southeast Asia to be generally good. And this is not to say we don't have problems. Obviously, we do. But I think we are moving in the right direction, insofar as our communications programs are concerned.

Drugs-Marijuana

Q.—Mr. Secretary, I would like to move to another problem that has been receiving a lot of play in the press here in the United States, and that of course is marijuana. Did you find the problem, and how bad is the problem of usage of marijuana by our forces?

A.—I'm sure the problem is there, and I'm sure of it because some people who had the problem told me about it. And other people in command positions talked about it. Marijuana of a strong kind is readily available in Vietnam. It appears not to be a problem in the fire bases where people are too busy protecting their own lives and the lives of their buddies to indulge in it. Also, it isn't available in the fire bases.

But behind the lines, in some of the support units, where they tend not to be as busy all the time as others are, there is time for experimentation and for kicks of this kind. And the use of marijuana in Southeast Asia is indeed a problem. Unfortunately, the length of our trip and the broad purpose of it did not give me an opportunity to examine in a penetrating way the problem of drug usage. We do, however, intend to pursue that further.

Q.—Did you, by chance, get to talk to senior NCOs or officers that are faced with this problem everyday and find out how they are dealing with it?

A.—Yes, and I would say the most effective action that we have undertaken thus far is the education of our young soldiers, airmen, sailors, and marines to the dangers of using drugs. Now, they point out quickly that some of these people re-

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NEW CIVIL RIGHTS CHIEF—As his wife looks on, Mr. Frank Render II, 34, of Syracuse, N. Y., receives his Certificate of Appointment as Deputy Assistant Secretary of Defense (Manpower and Reserve Affairs) for Civil Rights from Assistant Secretary of Defense (Manpower and Reserve Affairs) Roger T. Kelley July 20 at the Pentagon. Mr. Render formerly was a Fellow in Urban Studies at Syracuse University Research Corporation's Policy Institute and lecturer at Le Moyne College, Syracuse.

Latin America

A Firm Commitment For The Future

Addressing the General Assembly of the Organization of American States at their meeting in Washington, D.C., Secretary of State William P. Rogers pointed out that the U.S. Government has made a "firm commitment to the inter-American system . . ." Excerpts of the Secretary's address follow.

We in the United States are mindful that the roots of this body extend back to Simon Bolivar's first Congress of American States in 1826 and even before that to the war of liberation which Bolivar led and which had so many ties to our own war of independence.

Our task is to apply the principles developed over our long history to making the inter-American system more responsive to the changing needs of the present time.

We have not attained all the goals of the Charter, to be sure, though it is worth noting that, on the question of peace, our Hemisphere in recent decades has a record unrivalled by that of any other major area. In our quest to provide for the betterment of all, we have many problems.

Nevertheless, the United States is fully aware of the need for common action to deal with the problems besetting all the peoples of our Hemisphere.

A Firm Commitment

To begin with let me underscore that the United States does not, and will not, consider the interests of Latin America as secondary or of low priority. In no other area of the world are our basic long-range interests more deeply involved than in Latin America.

It was in that conviction that President Nixon set out the principles of our new approach to Latin America. Let me refer to them again:

- First, a firm commitment to the inter-American system—as exemplified by the Organization of American States.
- Second, respect for national identity and national dignity.
- Third, a firm commitment to continued U.S. assistance for Hemisphere development.
- Fourth, a belief that the principal future pattern of this assistance must be U.S. support for Latin American initiatives, and that this can best be achieved on a multi-lateral basis within the inter-American system.
- Fifth, a dedication to improving the quality of life in the Western Hemisphere—to making people the center of our concerns.

Principles Put Into Action

In the eight months which have followed since President Nixon spoke, our aim has been to implement those principles

Secretary of State Rogers

with specific actions. I would like to describe some of the things we have done.

Our first commitment, in the area of economic development, has been to strengthen the multilateral institutions of the region. As one step we have decided to submit our policies for economic development in the Hemisphere for review by the Inter-American Committee on the Alliance for Progress. . . .

We are taking steps to give greater financial support to the

'In our assistance programs we are giving priority to support of local private investment and to promotion of Latin American exports, both to the more industrialized countries and within Latin America itself.'

Inter-American Development Bank. . . . The U.S. share of the replenishment fund is $1.8 billion; the President is now asking Congress to approve the necessary implementing legislation. This new fund will permit the bank to increase its lending in

the Hemisphere by 50 per cent in the next three to four years.

Our trade policies are being adjusted to take into account, and encourage, the economic change in Latin America from an almost total dependence upon imports of manufactured products to a search for markets abroad for products you now manufacture. We want to see Latin American exports become more competitive.

A Course Of Partnership

In our assistance programs we are giving priority to support of local private investment and to promotion of Latin American exports, both to the more industrialized countries and within Latin America itself. And we have implemented our policy of "untying" AID (Agency for International Development) loans to allow purchases anywhere in the Hemisphere.

We believe the course of our partnership is the right one. It is adapted to meet the changes taking place in your countries and in mine. It maintains my Government's commitment to assist in the development of the Hemisphere yet takes fully into account the force of nationalism and the policy of each of your nations to bear the principal responsibility for your own destiny. It acknowledges that none of us—neither you in Latin America nor we in the United States—possesses all of the answers to our problems. And it emphasizes that these answers must be sought and found by all of us working together, each sharing in the providing as well as the receiving.

'In the Central American conflict the OAS not only helped in the role of peace-making, but also in the humanitarian tasks of protecting civilians and relieving suffering.'

OAS Peace-Making Role

Last year, when conflict broke out between Honduras and El Salvador, the OAS scored a notable achievement in peacemaking. The special OAS committee dispatched to the scene secured a cease-fire within five days.

In the Central American conflict the OAS not only helped in the role of peace-making, but also in the humanitarian tasks of protecting civilians and relieving suffering. More recently the tragedy caused by the earthquake in Peru—to which the Peruvian people have reacted so bravely—has called for another humanitarian response.

Another new direction for OAS action might relate to the pollution of the environment which threatens us all. The United Nations has already directed its attention to this problem.

If the OAS considered initiating such a role, the undertaking would correspond to the greater emphasis we are giving under the revised Charter to the field of science and technology.

'. . . to achieve the results for mankind that we seek we need to work harmoniously in a partnership in which all members cooperate.'

. . . in the final analysis our efforts to solve the problems of our Hemisphere will be measured by the extent to which what we do helps our people achieve the economic and social justice they desire and deserve. We must constantly look behind the programs, the reports, and the statistics for results—and ask ourselves if conditions of life are improving, and if the pace of that improvement is fast enough.

A Desire To Live In Peace

The progress each of us wants should be the result of an effort that reflects, as our Charter puts it, "the desire of the American people to live together in peace." It is this desire that has motivated one of the most significant recent steps taken in the Americas—a step, it should be emphasized, taken as a result of a Latin American initiative. I refer to the Treaty for the Prohibition of Nuclear Weapons in Latin America.

It was because the United States fully supports the hopes of the Latin American peoples to create a nuclear free zone in their countries that we signed Protocol II.

Since that signing in 1968, the United States has been conducting the necessary technical reviews preparatory to ratification. I am now pleased to announce that this review has been completed and that President Nixon intends in the very near future to submit Protocol II to the United States Senate for its advice and consent to ratification.

. . . to achieve the results for mankind that we seek we need to work harmoniously in a partnership in which all members cooperate—and none dominates [this can be done] . . . and we can move dramatically toward a major goal outlined in the OAS Charter:

> *"The consolidation, on this continent, within the framework of democratic institutions, a system of individual liberty and social justice based on respect for the essential rights of man."*

COMMANDERS DIGEST

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Assistant Secretary Kelley Calls For 'Improved Communications'

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ject these platitudes from the older generation. And the older generation can be anyone from age 23 upwards.

But education and pointing out the dangers of drug usage are having a good effect on many young military people. It seems to be a problem that captures mostly those under age 21. It is not as much of a problem above that age level.

News Via AFRTS

Q.—Mr. Kelley, getting back to informing the soldier and education, recently we've had quite a bit of publicity on management of news in Vietnam. Now, I am quite sure that you had an opportunity to visit the radio and television stations in Vietnam. What were your impressions—did you feel that the news was being managed, and did you feel that the information being broadcast was in effect educational?

A.—No to your first question. I did not feel the news was being managed. Yes to your second question. I thought there was a good educational flavor to what was being done.

Now, I want to be perfectly clear on this earlier point I made about informing the troops. I don't believe that we should distort or inhibit in any way the commercial news as it is. The only license we have to control commercial news is when in the opinion of the commanding officer the disclosure of news would have the effect of compromising or jeopardizing the purpose of the mission or the safety of the personnel.

Now when either of those conditions maintains, the commanding officer has the obligation, and not just the permission, to restrict news so as to insure at all costs the safety of his personnel and the execution of the mission.

We also have the license to control news in a situation where the disclosure of news would be offensive to the host country. But those are the only three conditions. Insofar as getting the news out to our listeners, to our readers, I think the military news media are doing a good job. And I don't think they are managing the news in the sense of inhibiting what is there. But the thing that I am talking about when I refer to our failure has to do with what George Washington referred to many, many years ago at Valley Forge when he said, "Impress upon every man, from the first to the lowest, the importance of the cause and what it is we are contending for."

I don't believe that most Americans understand what our cause today is. I don't think most Americans know what we are contending for. And because most Americans don't know this, I don't think we can expect our military personnel who are carrying the brunt of the battle to know it. So, I believe there has to be a widespread educational effort in this area.

Q.—In the area of relations of the American soldier with the Vietnamese people, what activity is presently going on to convey to the American soldier what they are really doing there, and are the American soldiers in effect ambassadors of goodwill? Now, we know that the pacification program is doing splendidly, those of us who have been there. But what about the relationship between the two factors?

A.—A good question, and I wish I could give you a precise answer in which I had confidence. I don't have that much confidence in what I am about to say. The relationship between our American personnel and the Vietnamese people is hampered by a cultural barrier and a language barrier. Relatively few of our military personnel can communicate in the sense of understanding the Vietnamese. Because they don't understand them, they can't be understood by them. And they grew up in a cultural and a sense-of-value system totally different from each other.

With the military security regulations that maintain, most of our military people do not really get to know life in Vietnam. They are apt to see a seamy side of life in Vietnam if they happen to be in some of the populated areas, such as in Saigon, which would give them a basis for drawing erroneous conclusions about the quality of people there.

I think we have a real understanding gap because of this. And I don't know what the solution is. It isn't reasonable to expect that people who are over there for 12 months are going to take a course in the Vietnamese tongue sufficiently to allow them to talk Vietnamese. So I suppose the stopgap measure is to make sure that the mission orientation helps our military man to be a good guest in a host country. But it is a difficult problem.

Reaction Of Listeners

Q.—Mr. Kelley, in talking about the radio and TV in Vietnam you said that you thought it was doing a good job and you were satisfied with it and thought it was educational and informative. However, if it is a fact-finding misson, obviously, you would talk to the men who are listening. What is their reaction to this? Are they satisfied with it?

A.—Well, I would say they are mostly satisfied. But I would also add that they are measuring American Forces Radio and TV by a standard they would apply to commercial radio and TV back in the states. And these are two different operations, or at least I think they should be two different operations.

I think we have a responsibility through radio and TV to project a complimentary profile to the military man, because he deserves to have one. And I don't think we are projecting a positive or complimentary profile to him. I think we're telling him the news as the news comes out of the commercial media. And we are giving him entertainment that is available. And we're giving him straight facts.

But there are many things that the military people are doing over there of a humanitarian nature which ought to be told to him for his benefit. And in this respect I think we are falling down.

Other Areas

Q.—Also on this, we seem to be talking strictly about problems in Vietnam; however, it was a Far East tour—Korea, Okinawa and other places. Did you find these problems of drugs and racial incidents all through these other command areas or just strictly Vietnam?

A.—Oh, no, generally throughout. I was, incidentally, tre-

mendously impressed by what I saw in Korea. As you fly over and visit the City of Seoul, which was 15, 17, 18 years ago sort of what Saigon is today—you can see clear evidence of the economic and the social and the political emergence of people who just two decades ago were like the South Vietnamese of today, essentially a farming group of autonomous people who didn't identify with a central government. And today they do. The experience of visiting the demilitarized zone in Korea is something I wish every American could have, because there you are confronted in an eyeball fashion with the communism of North Korea. And there you see on the other side of Freedom Bridge the surroundings from which the crew of the Pueblo returned from their captivity. I wish there were time to talk about this. I shouldn't get started on that, but I had a newfound respect for what freedom means when I visited the demilitarized zone in Korea.

Leadership And Morale

Q.—Mr. Kelley, in your opening remarks you said the overall morale was very good generally in Southeast Asia, and in Vietnam particularly. What do you think is the major factor in morale over there?

A.—I think the major factor in morale is leadership. I think where you have good leaders you have good morale. I was a professional personnel man in civilian life before I came into this job, and I don't measure morale in terms of the happy, happy school that some ascribe to it. *The name of the game is not just to keep people happy and trouble-free. The name of the game is to challenge people and to leave them with a sense of having accomplished something when they are through the day's job.* I think good military leaders are doing this. And I can't say enough for the caliber of leadership. And when I say leadership I don't just mean generals and admirals, I'm talking about sergeants, I'm talking about noncommissioned officers who are giving tremendous leadership to these young people, who after all are coming off the streets of America each year from a largely undisciplined, permissive kind of environment. They are molding these young men into an effective military organization in one heck of a hurry.

So when I say overall morale is good, I mean that because of our leaders, our noncommissioned officers and our commissioned officers, we are making men of these young men and we are making them an effective unit.

Rest And Recreation

Q.—Do you think the R&R program plays an important part in morale?

A.—I don't think there is any question about it. I visited DeRussey in Honolulu and saw some of these happy fellows coming back, being reunited with their wives and their sweethearts. It is something that they can look forward to in the early months of their tour in Vietnam. And the benefits serve to sustain them in the remaining months until they leave. Yes, I think that is a great program.

Q.—Mr. Kelley, I also had a question about the R&R. Specifically, will the personnel reductions in South Vietnam have an adverse effect on the program?

A.—In terms of reducing the scope of the program?

Q.—Yes, sir.

A.—I certainly hope not, and I saw no indication that this would be so. There is a universal appreciation of its value on the part of command personnel.

Q.—Isn't there something brewing right now that will extend the free 30-day leave for people in Vietnam?

A.—There is something under consideration, but it is too early to say yes, it's here.

Q.—But the point, nevertheless, is that the program is still an important program.

A.—Oh, yes. I don't see any prospect that it's going to disappear. And if it did, it would be against my strong recommendations to the contrary.

Q.—Mr. Secretary, you mentioned earlier that the narcotics or drug problem, the marijuana problem, seemed to be prevalent in back areas or areas where the troops were not busy with combat duties. In the other areas of your Far Eastern tour did you find the problem to be acute, in places like Korea and Okinawa where there is a good deal of liberty?

A.—That's my impression, but I can't say it is anything more than an impression. I was in Okinawa the shortest period of any stop. And in the day and a half there this was reported as a problem. Incidentally, while there I happened to be exposed to some young men who came to me with their problems.

Civilians In SEA

Q.—Mr. Kelley, the report also says that the Department of Defense civilians may in some respects be considered unsung heroes in Vietnam. Could you comment on the role they are playing?

A.—Yes, I would be happy to. They are indeed unsung heroes. You see, we were there right at the time of the Cambodian incursion. And within 24 hours after our first military personnel were in Cambodia, civilian employes were in Cambodia and had established working relationships with the Cambodians who were performing a variety of work tasks for us.

We have had civilian casualties including, unfortunately, a combat-connected death in Vietnam. The civilians there are doing a magnificent job. And they are not enjoying easy living by any manner or means. They are living the hard way.

Secretary Kelley was accompanied on the tour by Dr. George C. S. Benson, Deputy Assistant Secretary (Education); Major General Leo E. Benade, Deputy Assistant Secretary (Military Personnel Policy); Carl Clewlow, Deputy Assistant Secretary (Civilian Personnel Policy); Russell N. Knauss, Executive Assistant to Mr. Kelley; and Army Staff Sergeant Curtis Dyson, a veteran of Vietnam and Korea.

The team visited Hawaii, Republic of Vietnam, Republic of Korea and Okinawa.

Sen. Brooke, Sec. Laird Observe Domestic Action Program In Mass.

Top government officials were "delighted" when they saw many underprivileged youngsters from surrounding areas being helped and trained as a result of the 1970 Domestic Action Program at Westover AFB, Mass.

Senator Edward W. Brooke, R-Mass., Secretary of Defense Melvin R. Laird, and other interested government officials from Washington D. C. visited Westover AFB July 15, to see first-hand how the state-wide Massachusetts Domestic Action Program was progressing after its June 29 start.

Shortly after announcement of the new program in early 1969, Secretary Laird organized the Domestic Action Council, and named Assistant Secretary of Defense for Manpower and Reserve Affairs Roger T. Kelley as its Chairman.

Plans were formulated to make use of Department of Defense facilities and resources which could provide thousands of underprivileged youngsters throughout the nation with a valuable training exercise, and recreation, as well as educational opportunities and in some cases employment.

Secretary Laird pledged at Westover that "through the Domestic Action Council in the Department of Defense we are going to do everything that we can in the Department of Defense to see that the Defense dollars do double duty where they can."

The Defense Department's Domestic Action Program, along with the Presidential Youth Opportunity Program, also includes participation by other government agencies, civic groups and private organizations. They all have the same goal—to improve the quality of community life near their respective locations and installations.

Defense officials are confident many more summer youth activity projects can be initiated either on a local or state-wide basis. Secretary Laird noted that where military facilities are not close at hand, schools attended by the youngsters during the winter months can be used.

ART DISPLAYED—The Secretary of Defense watches the creative talents being displayed by two girls in a craft shop during his visit to Westover AFB.

CHALLENGE—Secretary Laird challenges a youngster to a game of ping-pong during the tour at Westover AFB.

"I think our greatest effort can be made during the summer months when schools are not operating in many of the crowded areas . . . ," Secretary Laird noted.

In Massachusetts, the visitors said they found it gratifying to observe the wholly volunteer response to the Domestic Action Program made by both military and civilians alike.

It will be in operation at Fort Devens, Hanscom Field, Otis AFB and Westover AFB, and the Boston Navy Yard.

The Massachusetts program was devised by Senator Brooke. Because of its importance, he and his staff ensured that the program was properly administered.

Secretary Laird made the following comment on the Senator's follow-through of the program:

"Soon after Senator Brooke heard about the Domestic Action Program, which was established in the Department of Defense," Secretary Laird said, "he was very much on-the-ball and was in (close touch) with the Defense Department on a continuing basis. The first visit, of course, was made by Senator Brooke along with Assistant Secretary of Defense (M&RA) Roger T. Kelley and Curtis Tarr (former Assistant Secretary of the Air Force (M&RA) and now head of Selective Service)."

Secretary Laird said they came back with a very enthusiastic report and so he decided to make the Defense dollar "do double duty where it could do it."

Senator Brooke said the state-wide program in Massachusetts cost in the neighborhood of $450,000, but that the program will involve more than 22,000 disadvantaged youngsters from 12 cities in Massachusetts and New Hampshire who will make use of facilities at the five major military facilities in the state.

But the Senator from Massachusetts would like to do more. He added: "We have only scratched the surface with the budget that we had. And we can't continue to get this money from Health, Education, and Welfare, the Housing and Urban Development, the Labor Department and others that have contributed this year."

The bulk of the money, he continued, did come from them, with some funds coming from the municipalities, and say $50-$60,000 from the private sector. "But we've got to do much better next year if this program is to continue," he added.

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